

Terms of Reference (ToR)

I. Post Information

Post Title: Project Manager, Project Management Unit (PMU)
Supervisor: Program Manager ESG
Type of Assignment: Fixed term
Duration: Six (6) months with possible extensions based on performance
Base: Tenggarong, Kutai Kartanegara – East Kalimantan

II. Context

The Tenggarong-based Project Management Unit (PMU) is established to support the implementation of Kemitraan's field-level programs in East Kalimantan. While the PMU currently manages activities under the International Climate Initiative (IKI)-supported Western Pacific Sustainable Peatland Management (SAGU) Project, it is intentionally structured as a multi-project unit capable of administering IKI SAGU now and additional projects in the future as program needs evolve.

The SAGU Project is a multi-country initiative implemented across Indonesia, Malaysia, and Papua New Guinea, aimed at halting or reducing peatland ecosystem degradation. It addresses systemic challenges such as limited peatland data, unsustainable land-use practices, inadequate monitoring capacity, and low community engagement. Key intervention pillars include strengthening peatland mapping and monitoring, improving policy and planning instruments, expanding community education and outreach, and promoting sustainable peatland management and livelihood innovations. These efforts contribute to countries' broader commitments to integrate sustainable land management and greenhouse gas (GHG) emission reduction into their Nationally Determined Contributions (NDCs).

Indonesia hosts both lowland and upland peat ecosystems and has established important regulatory frameworks for peatland protection and restoration. However, issues such as wildfires, drainage, land conversion, and agricultural expansion persist—particularly in West and East Kalimantan. Under SAGU, the PMU supports interventions that include improved peatland data integration, strengthening subnational planning instruments such as RPPEG Kutai Kartanegara and district-level management plans, and diverse of village and community level activities on sustainable peatland management such as: community-centered rewetting-revegetation-revitalization (3R) approaches, participatory mapping, peatland rehabilitation, and community livelihood development. The project also enhances institutional capacities, supports participatory village-level planning, and improves fire management preparedness through strengthening community fire brigades (MPA).

Kemitraan acts as one of the core implementing partners in Indonesia, collaborating with CIFOR-ICRAF (consortium lead) and partner organizations including SNV, GEC, ITPC, and YLBA. In East Kalimantan—particularly the Tenggarong area—the PMU plays a central role in facilitating field implementation, stakeholder engagement, policy harmonization, community facilitation, and MPA strengthening. The PMU also ensures that Indonesia’s local-level implementation contributes to SAGU’s multi-country monitoring, learning, and reporting mechanisms, including biannual and annual reporting to the IKI/BMUV donor.

For its current mandate, the PMU team—including the Project Manager— will provide overall leadership and accountable delivery of Kemitraan’s SAGU field operations in Tenggarong, ensuring results, quality, compliance with IKI/BMUV and consortium procedures, robust stakeholder engagement, and integration of governance and community-based activities across Outcomes. Activities in Tenggarong contribute directly to the project’s Outcomes, including peatland data integration, policy alignment, MPA strengthening, and village-level planning processes. Field coordination requires constant engagement with district agencies (Bupati office, DPMD, DLH) and alignment with national peatland governance strategies. The role ensures that Indonesia’s component contributes evidence and progress to biannual and annual reporting cycles, as outlined in the SAGU Reporting Schedule.

As the PMU may support additional environmental, governance, or community-based projects in the future, these functions are designed to be adaptable across multiple program portfolios.

III. Key Functions and Tasks

Resource mobilization and stakeholder engagement

- Coordinate donor and SAGU consortium communications, meetings, and follow-ups across the project. This includes preparing agendas, call notes, and timely responses to actions to sustain momentum.
- Lead preparation of updates, briefs, and visibility materials; maintain stakeholder mapping and engagement tracker. Up-to-date trackers and well-crafted materials ensure aligned messaging and continuity across engagements.
- Coordinate inputs to fundraising proposals and reporting. The Manager consolidates narrative and budget assumptions and ensures compliance with donor templates.
- Establish and maintain relations with governments and other stakeholders involved in the project, including relation and cooperation with SAGU consortium both at national and regional level
- Facilitate opportunities for counterpart staff and agencies to learn from implementation of all project components.

Project preparation

- Lead development of the project work plan and procurement plan (annual, semester, quarter, monthly). Plans link deliverables, timelines, and dependencies to enable realistic resourcing and sequencing. Ensure that staff participates in the development of project weekly/monthly work plans.

- Review approved Project outputs and indicators so as to ensure that they are appropriate and realistic.
- Coordinate drafting of the POM and ensure alignment to SOPs; plan inception workshops and orientation. Orientation accelerates team readiness and clarifies roles and controls.

Project management and quality assurance

- Responsible in the overall project management cycle, including the project planning and quality project closure as well as its reporting.
- Lead day-to-day delivery, monitoring, and reporting; maintain integrated implementation plan and risk/issue logs. Routine cadence (dashboards, stand-ups, reviews) keeps the team focused on results and mitigations.
- Coordinate evaluations and ensure quality standards; manage grant allocations and safeguard policy application. This ensures evidence-based decision-making and compliance with FGRM and safeguarding requirements.
- Mobilize and manage technical assistance and support for project staff and counterpart agencies as needed.

Team management

- Set KPIs and conduct performance reviews; coordinate onboarding and training plans. Regular feedback and targeted capacity building lift performance and morale.
- Manage team routines and address routine HR issues with HR/Operations. Documented actions promote accountability and continuous improvement.
- Ensure the safety and security of all project staff in line with organizational policies and procedures.

Financial management

- Coordinate budgeting, expenditure control, and cash flow; lead financial reviews with partners and PMU, as well as asset management. Timely BvA and forecasts inform course corrections and donor confidence.
- Monitor and review expenditure to ensure compliance with financial management procedures.
- Ensure timely, high-quality donor financial reports and oversee grantee financial supervision. Visits and action plans strengthen fiduciary assurance and partner capacity.

Procurement

- Lead procurement planning with the Procurement Unit and program teams; ensure complete and fair TORs/specifications and evaluation criteria. Clear specifications and transparent criteria reduce disputes and enable value for money.
- Coordinate procurement processes and timelines; monitor vendor performance and contract management. Status trackers and reviews help resolve issues early and document lessons learned.
- Manage contracts with partners and service providers, provide immediate reports to line management, prepare and submit all reports on time.

IV. Deliverables

- On-time, quality-assured inputs to biannual/annual reporting; complete evidence packages per activity.

- Detailed work plan and procurement plan with milestones and dependencies. Plan connect activities to deliverables and procurement to timelines for on-time delivery.
- Integrated performance dashboard and monthly progress reports with risk registers. Dashboards make trends visible and support timely decisions.
- Donor financial reports with reconciliations and partner supervision reports. These demonstrate compliance and highlight corrective actions where needed.
- Updated stakeholder database and engagement log, with monthly engagement summaries. These provide a single source of truth for follow-up and visibility planning.

V. Key Performance Indicators (KPIs)-proposed

- $\geq 85\%$ of monthly tasks delivered on time; $\geq 80\%$ new issues resolved within 30 days.
- 100% reporting deadlines met; zero overdue critical risks without mitigation.
- BvA variances and procurement cycle times within agreed thresholds.

VI. Competency

Core competencies

- Integrity and accountability: act in line with organizational values, keep commitments, and maintain confidentiality.
- Results orientation: focus on outcomes, prioritizes effectively, and follows through on agreed actions.
- Collaboration and communication: build positive working relationships and communicate clearly in diverse settings.
- Learning and adaptability: seek feedback, adapt to change, and apply learning to improve performance.

Technical competencies

- Project cycle management: apply PM methods to plan, execute, monitor, and close projects.
- Quality assurance and MEL literacy: build monitoring routines and use data for decisions.
- Partner coordination and facilitation: align multiple teams and partners towards shared milestones.

VII. Qualifications

- Master's degree or Bachelor's degree with substantial experience in environmental management, forestry, public administration, social sciences, or related field;
- Minimum 7 years of experience in project management, preferably in environmental governance, community development, or climate-related projects.
- Demonstrated experience working with government agencies at district/provincial levels.
- Strong leadership, coordination, and team management skills.
- Experience with donor-funded projects, preferably IKI/BMUV.

- Excellent communication and stakeholder engagement skills.

VIII. Sign-off

Prepared by: _____ Date: _____

Reviewed by (Supervisor): _____ Date: _____

Approved by HR: _____ Date: _____